

4 November 1964

Dear Matt:

Some weeks ago I committed myself to pass on to you certain ideas and reactions which resulted from the recent deliberations of the Training Selection Board in considering and nominating Agency employees for attendance at the senior military schools as well as the Harvard Advanced Management School. This informal note transmits to you such matters.

Three essential elements were present in this year's exercise which, when added together, appear to be responsible for what I consider to be the excellent results produced. The elements to which I make reference were the stated and firm interest of the three senior officers of the Agency in ensuring that only impressive and outstanding employees would represent the Agency at these schools; the strong leadership of the Chairman of the Board in ensuring that this policy was understood and carried out; and lastly the insistence that Board members devote sufficient time and do sufficient personal research to discharge adequately their responsibilities. I trust that all three of these elements will forever remain present in all future exercises of this type.

I would offer for your consideration several points to make even more effective the approach in future years to the selection process. If I understand correctly what is expected of members of the Training Selection Board, they are first to deport themselves as senior officers of the Agency per se and to exercise judgment predicated on objective reasoning. Only in the secondary sense are they to represent their Directorate of assignment and act as pro-counsel for the nominees from that Directorate. If this be a correct interpretation of Agency policy, perhaps two new procedures next year would help ensure that such policy is thoroughly understood. The first of these would see either of the three senior Agency officers addressing a letter to the four Deputy Directors making it abundantly clear to those officers the role to be played by their nominees for

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membership on the Selection Board. Secondly, and to fortify the policy statement, have either of the three senior officers briefly address the initial meeting of the Selection Board when it convenes to start its considerations for nominations. If the Agency policy is as I interpret it, then the implementation of these two ideas should dispel any doubts in the minds of any Deputy Director, or his nominee on the Board, as to the approach to be taken by Board members.

A second major policy matter which could perhaps receive consideration during the coming months is whether or not any particular Directorate has the right to expect superior consideration for its nominees to attend any given school. It was apparent to me, during the many sessions held by the Board during this recent session, that both DD/P and DD/S are of the opinion that they have a particular claim to sponsor nominees to a particular school. While I have my own opinions as to whether this should be so or not, I do think the existence of such opinions represents a policy problem area which should be considered by senior Agency officers following which a policy for guidance should be established.

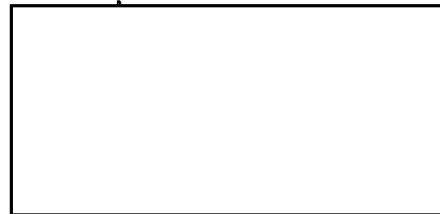
Turning from policy to procedural matters, I would offer several thoughts. I am still dismayed over the fact that there exists no objective Agency criteria to guide Directorates in nominating candidates for consideration to these schools. As you may know, I raised this point, in an informal sense, shortly after my return to duty last year from the National War College. Attached for your information is a copy of a memorandum I sent to the Director of Personnel about a year ago on this matter. It is not particularly well written but the essential elements are included. I think we would be well advised to establish some standards, below which individuals should not be considered. Another procedural matter is the most difficult problem of endeavoring to give equal consideration to nominees who are not available for personal interview as opposed to those who are locally resident. I fear there is no equitable solution to this problem because of its very nature. I wonder, however, if individuals nominated for consideration but not available for interview could not be requested to submit, through channels, memoranda that would record the benefits they would expect to receive from attendance as well as their view of the Agency's equity in sending them to the school.

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Such papers, it seems to me, would have several values to both the Board and the individuals. The Board could weigh the individual's reasoning ability and also his capability in expressing himself by the use of the written word. It also would give the nominee some feeling of personal participation in the selection process, an element which is now completely lacking.

All the above is offered for your consideration and is based on constructive motivation. I trust you may find some of it of value to you.

Sincerely,



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